



IMPROVEMENTFOCUS

# CMMI en Agile

---

Anglo-saksisch en Rijnlands

# Agenda

---

- ➔ Inleiding
- ➔ CMMI versus Agile
- ➔ Rijnlands versus Angelsaksisch denken
- ➔ Conclusies

# Agenda

---

- ➔ Inleiding
- ➔ CMMI versus Agile
- ➔ Rijnlands versus Angelsaksisch denken
- ➔ Conclusies

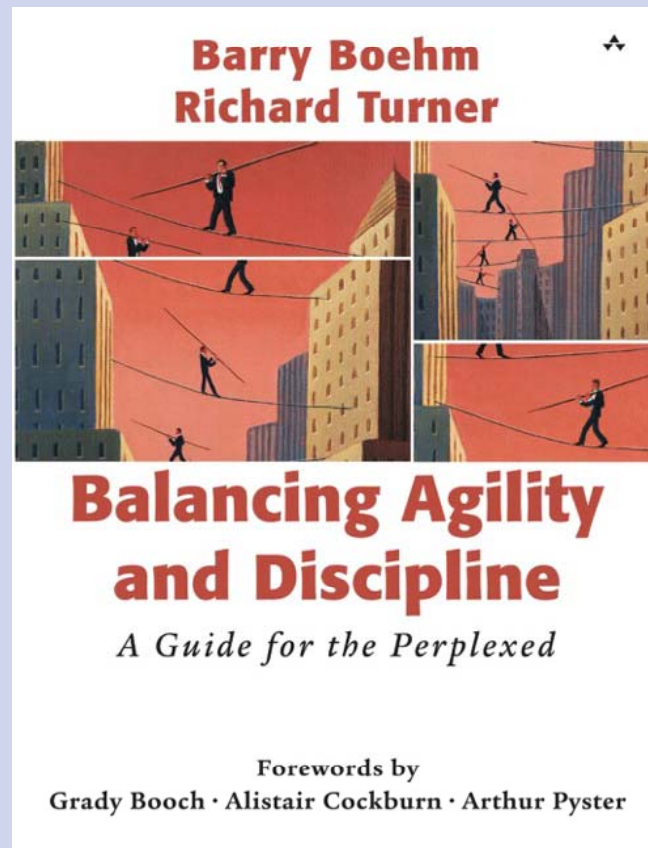
# Inleiding

---

- André Heijstek
- CMMI Lead Appraiser, Instructor
- SEI Visiting Scientist
- Consultant SPI
- Eerste CMMI implementatie (1994) was eigenlijk Agile



# Inspiration

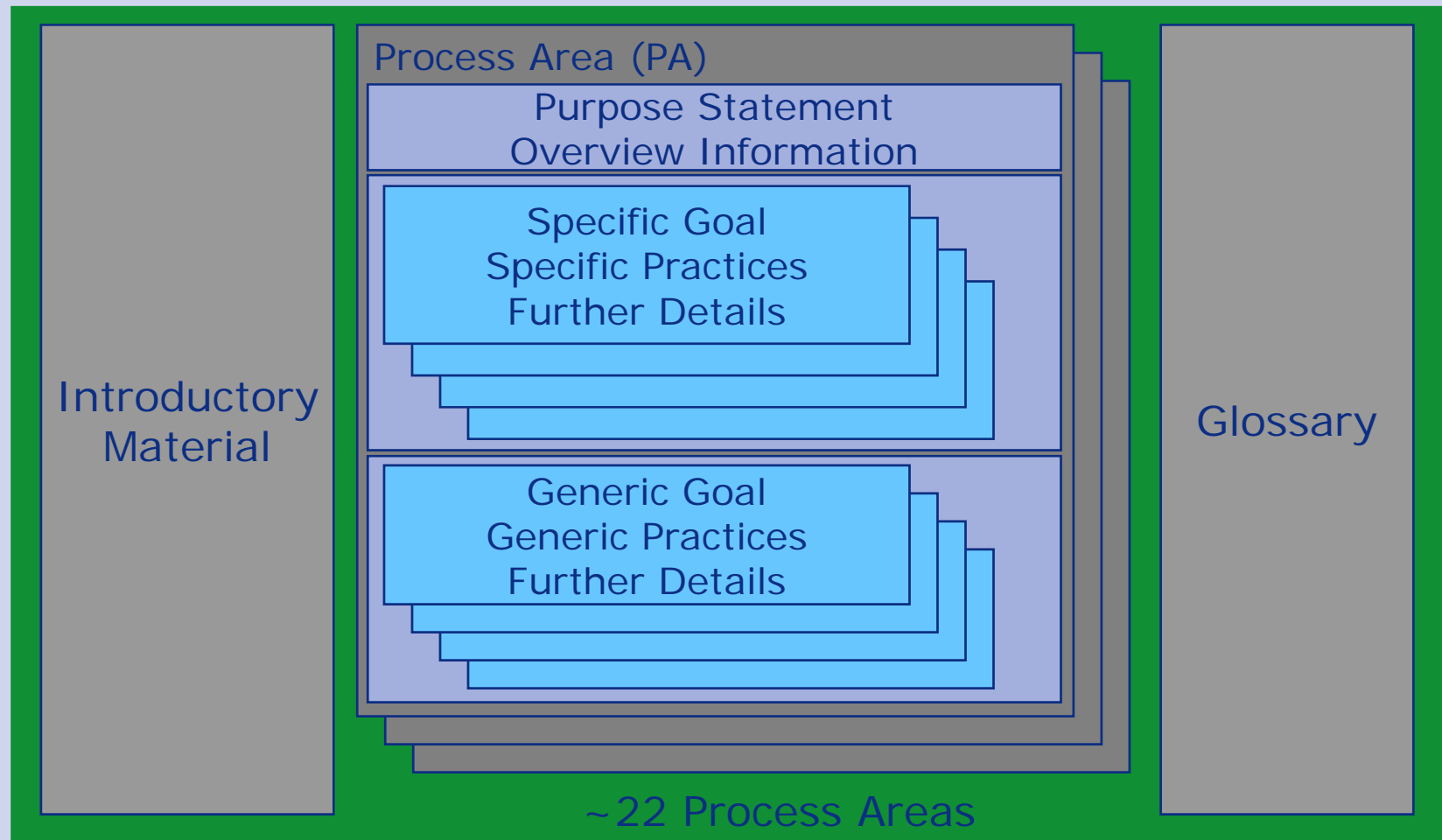


# Agenda

---

- ➔ Inleiding
- ➔ CMMI versus Agile
- ➔ Rijnlands versus Angelsaksisch denken
- ➔ Conclusies

# CMMI Model Structuur



# Agile Manifesto

---

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	over	processes and tools
Working software	over	comprehensive documentation
Customer collaboration	over	contract negotiation
Responding to change	over	following a plan

That is, while there is value in the items on the right, we value the items on the left more.



# Agile and CMMI Assumptions

---

## Agile

- ➔ Internal customer
- ➔ Small, business system
- ➔ High trust
- ➔ Time & material

## CMMI

- ➔ External customer
- ➔ Large, life critical system
- ➔ Low trust
- ➔ Fixed price

# Agile and CMMI Assumptions

---

## Agile

- ➔ Internal customer
- ➔ Turbulent environment
- ➔ Small, business system
- ➔ Low cost of failure
- ➔ High trust
- ➔ Time & material
- ➔ Programming is a craft
- ➔ Internalised plans, qualitative control
- ➔ Tacit knowledge
- ➔ Refactoring assumed inexpensive

## CMMI

- ➔ External customer
- ➔ Stable environment
- ➔ Large, life critical system
- ➔ High cost of failure
- ➔ Low trust
- ➔ Fixed price
- ➔ Programming is an industrial process
- ➔ Documented plans, quantitative control
- ➔ Explicit knowledge
- ➔ Refactoring assumed expensive

# Agile and CMMI Content

---

## Agile

- ➔ HOW
- ➔ Focus on Project
- ➔ Learning in projects
- ➔ Short-term view

## CMMI

- ➔ WHAT
- ➔ Focus on Organisation
- ➔ Learning at many levels
- ➔ Long-term view

# Agile and CMMI Caricatures

---

## Agile

- ➔ Hacking

## CMMI

- ➔ Bureaucracy
- ➔ Standard
- ➔ Apply instead of  
Implement the model

# When to use which?

---

- ➔ Management decision, based on:
  - team members and their capabilities (personalities, experience)
  - type of project (precedentedness, difficulty, new or familiar domain, complexity)
  - environment (budget, schedule, politics, criticality)

## Summary by Alistair Cockburn

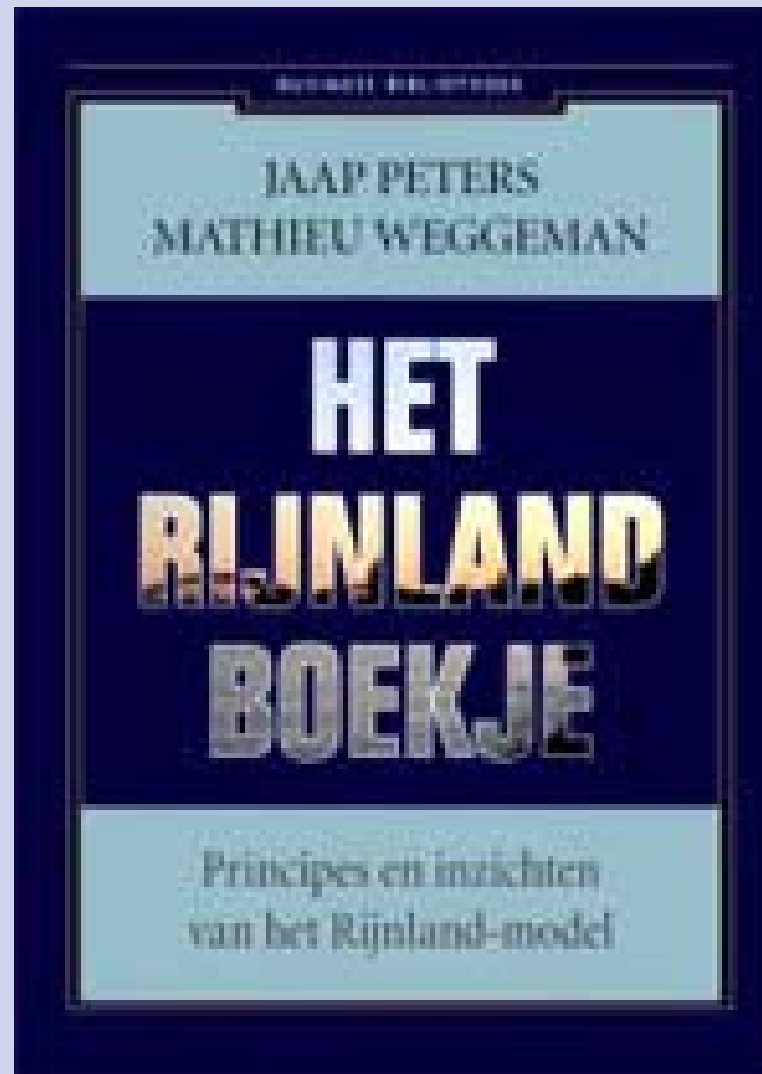
---

*"If one has strong discipline without agility, the result is bureaucracy and stagnation.*

*Agility without discipline is the unencumbered enthusiasm of a startup company before it has to turn to a profit"*

# Rijnlands Manifesto

---



# Rijnlands Manifesto

---

## Anglo-Amerikaans

- ➔ Wie de baas is mag het zeggen
- ➔ Individualisme
- ➔ Ongebreidelde groei
- ➔ Soll als vertrekpunt
- ➔ Heroes
- ➔ Regelgedreven
- ➔ Functie-splitsing
- ➔ Weten = meten
- ➔ Kwartaalcijfers

## Rijnlands

- ➔ Wie het weet mag het zeggen
- ➔ Solidariteit
- ➔ Menselijke maat
- ➔ Ist als vertrekpunt
- ➔ Teamplay
- ➔ Principe-gedreven
- ➔ Vakmanschap
- ➔ Weten is meten
- ➔ Lange termijn

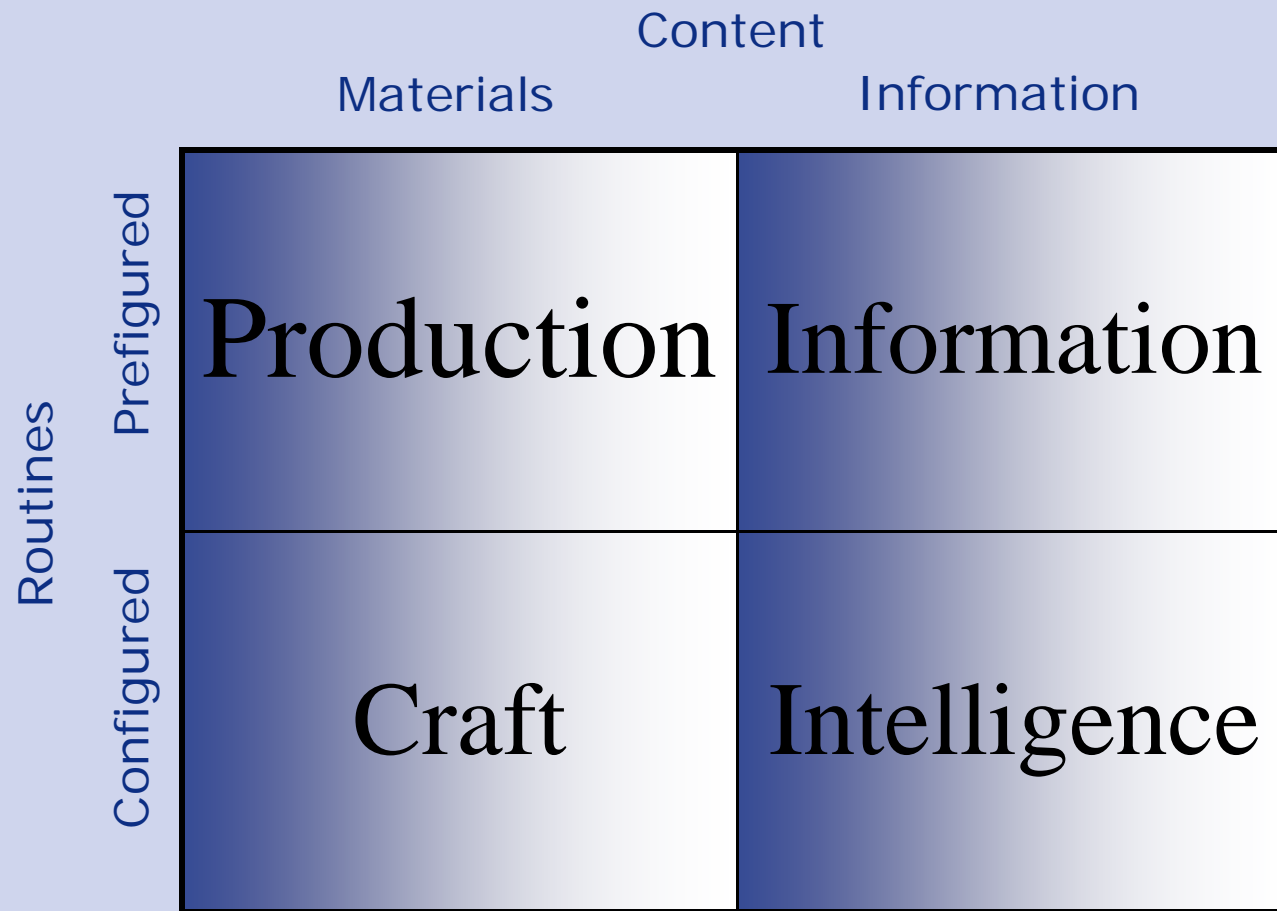


# Processen en bureaucratie

		Process Discipline	
		Yes	No
Common sense	Yes	Quality	Creative chaos
	No	Mindless bureaucracy	Mindless chaos

From: Sanjiv Ahuja, former COO of Telcorda

# Types of Work



From: Fred Nickols

# Beheersen van werk

	Information	Intelligence
<b>Belangrijkste metingen (KPI's)</b>	Volume & Kwaliteit	Kwaliteit en waarde
<b>Beheersingsmaatregelen</b>	Voldoen aan procedures en standaarden	Aanhangen van good practice (professionalisme)
<b>Waar vindt de beheersing plaats?</b>	Management	Werker

# Soorten processen

---

Information	Intelligence
Configuratie Management	Requirements Elicitation
Measurement Data Collection	Measurement Data Analysis
Requirements Change Control	Impact Analysis
	Design
	Coding
Project Monitoring	Estimations

# Conclusie

---

- ➔ Anglo-amerikaans management - "information"
- ➔ Rijnlands management – "intelligence"

## Verdere vragen of opmerkingen?

---

- ➔ andre.heijstek @ improvementfocus.com
- ➔ 0648476451